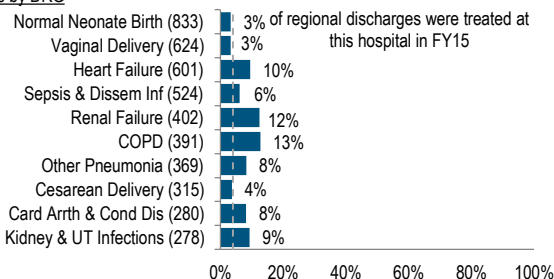


Hallmark Health System, which includes Lawrence Memorial Hospital and Melrose-Wakefield Hospital campuses, is a mid-size, nonprofit community hospital system located in the Metro Boston region. Between FY11 and FY15, inpatient discharges decreased 27.2% at Hallmark Health, compared to a median decrease of 4.8% among cohort hospitals. Hallmark Health reported a profit each year from FY11 to FY15. It had a total margin of 4.8%, higher than the median of its peer cohort of 3.4%. Over the five year period of FY11 to FY15, Hallmark Health has experienced a higher total margin than its peer cohort median in each year.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Wellforce
	Change in Ownership (FY11-FY15):	Wellforce - 2017
	Total Staffed Beds:	176, mid-size acute hospital
	% Occupancy:	90.1%, > cohort avg. (64%)
	Special Public Funding:	CHART^
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.85, > cohort avg. (0.81); < statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$9,941
Services	Change FY14-FY15:	-9.6%
	Inpatient:Outpatient Revenue in FY15:	28%:72%
	Outpatient Revenue in FY15:	\$145,323,183
	Change FY14-FY15:	5.6%
	Total Revenue in FY15:	\$271,416,000
	Total Surplus (Loss) in FY15:	\$13,004,000
	Payer Mix	
	Public Payer Mix:	62.0% (Non-HPP* Hospital)
	CY15 Commercial Relative Price:	0.91
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
Quality	Utilization	
	Inpatient Discharges in FY15:	11,740
	Change FY14-FY15:	-0.5%
	Emergency Department Visits in FY15:	50,986
	Change FY14-FY15:	-3.1%
	Outpatient Visits in FY15:	544,133
	Change FY14-FY15:	-2.3%
	Quality	
	Readmission Rate in FY15:	16.4%
	Change FY11-FY15 (percentage points):	-2.6%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%

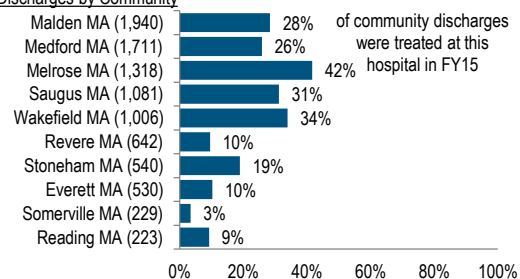
What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG

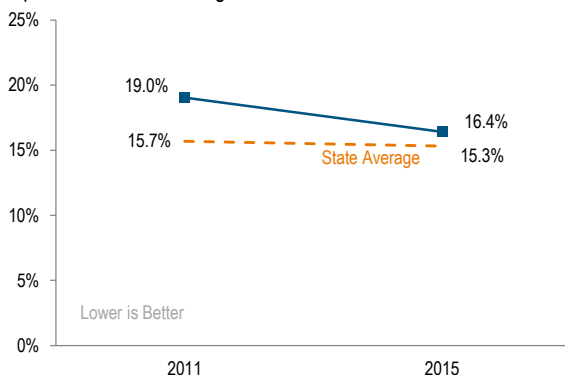


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

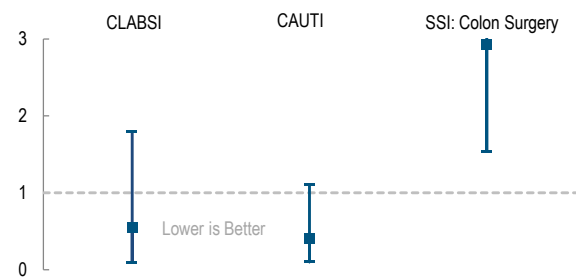
Discharges by Community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

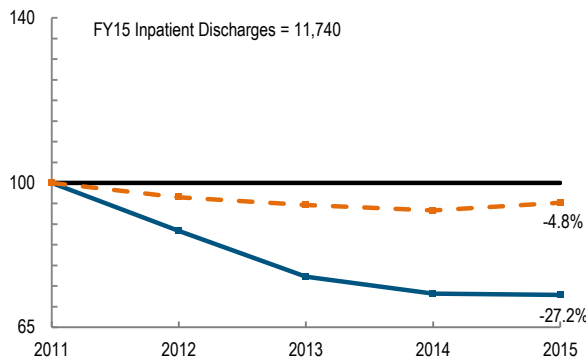


2015 HOSPITAL PROFILE: HALLMARK HEALTH

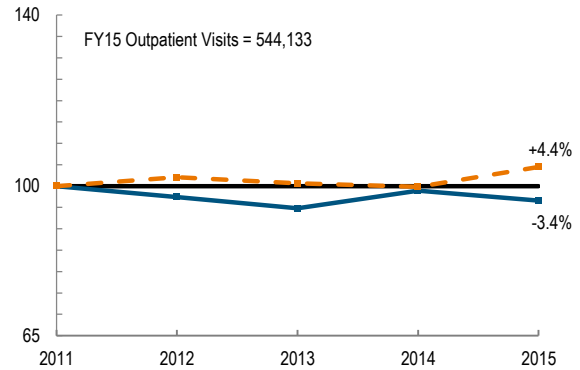
Cohort: Community Hospital

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

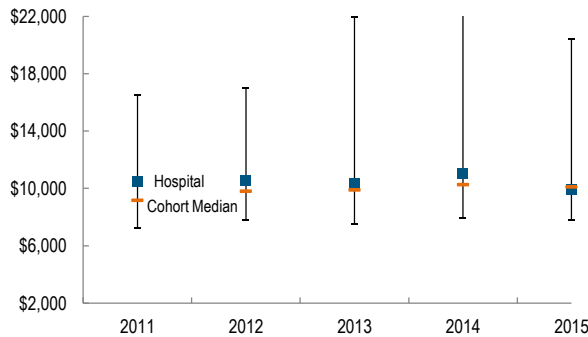


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

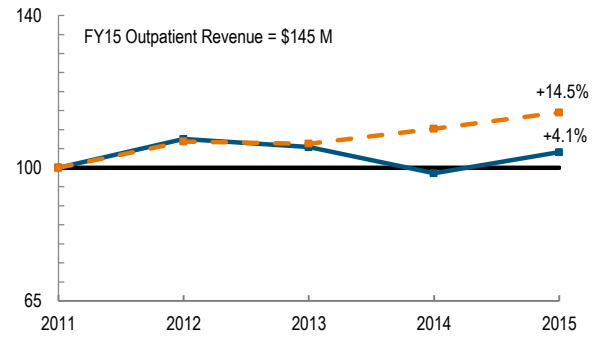


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



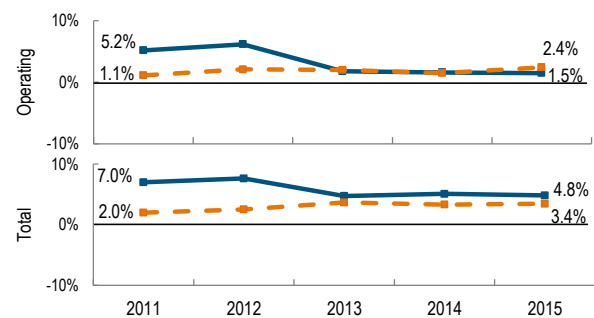
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 284	\$ 292	\$ 264	\$ 257	\$ 262
Non-Operating Revenue	\$ 5	\$ 4	\$ 8	\$ 9	\$ 9
Total Revenue	\$ 289	\$ 296	\$ 272	\$ 266	\$ 271
Total Costs	\$ 269	\$ 274	\$ 259	\$ 253	\$ 258
Total Profit (Loss)	\$ 20.1	\$ 22.6	\$ 12.8	\$ 13.5	\$ 13.0

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

[^] For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.